



# **Leicestershire County Council**

## **Highway Asset Management Policy**

## Foreword

We recognise the important role that the highway network plays in keeping people and places connected, especially in a rural county such as Leicestershire. Keeping our highway network in good condition is important to support economic growth, and a good quality of life for the residents, visitors and businesses of the county.

Providing a high quality highway network that meets the needs of our customers is something the Council is committed to. However, we face the challenge of achieving this aim against a backdrop of a difficult economic situation as a result of the ongoing impact of austerity, increasing levels of use and the increasing pressures on other council services.

The Highway Asset Management Policy and Strategy have been developed to help us to take account of these challenges. The policy is designed to drive continuous improvement in the way we maintain our highway network to ensure that it continues to be safe serviceable and sustainable. It sets out the principles that will ensure we adopt and develop a strategic approach that takes account of the expectations of customers and targets the council's resources to deliver a network that supports the future prosperity and well-being of the people of Leicestershire.

The Highway asset management Policy and Strategy reflect the latest guidance on the application of asset management principles to highway infrastructure and the new national code of practice "Well Managed Highway Infrastructure".

## 1. The Highway Asset Management Framework

The County Council has been applying the principles of a formalised approach to highway asset management for a number of years, implementing its first Transport Asset Management Plan in 2007. Most recently the direction and principles with which we have applied asset management were set out in our second Transport Asset Management Plan (TAMP2) and supported by our Highway Maintenance and Street Lighting Policy and Strategy documents as well as a number of other underlying documents such as our Carriageway Skid Resistance Policy.

The principles of formalised asset management continue to be developed and in 2013 the UK Roads Liaison Group published the document "Highway Infrastructure Asset Management Guidance", produced through the Highways Maintenance Efficiency Programme (HMEP) sponsored by the Department for Transport.

The County Council continues to review its approach to highway asset management in the light of the HMEP guidance and as a result we have developed a Highway Asset Management Framework which brings together the core elements of asset management. This framework places our approach in context, identifying the

enablers that support asset management and the elements of asset management planning and delivery that contribute to our asset management approach.

Diagram 1.1 overleaf shows the Highway Asset Management Framework.

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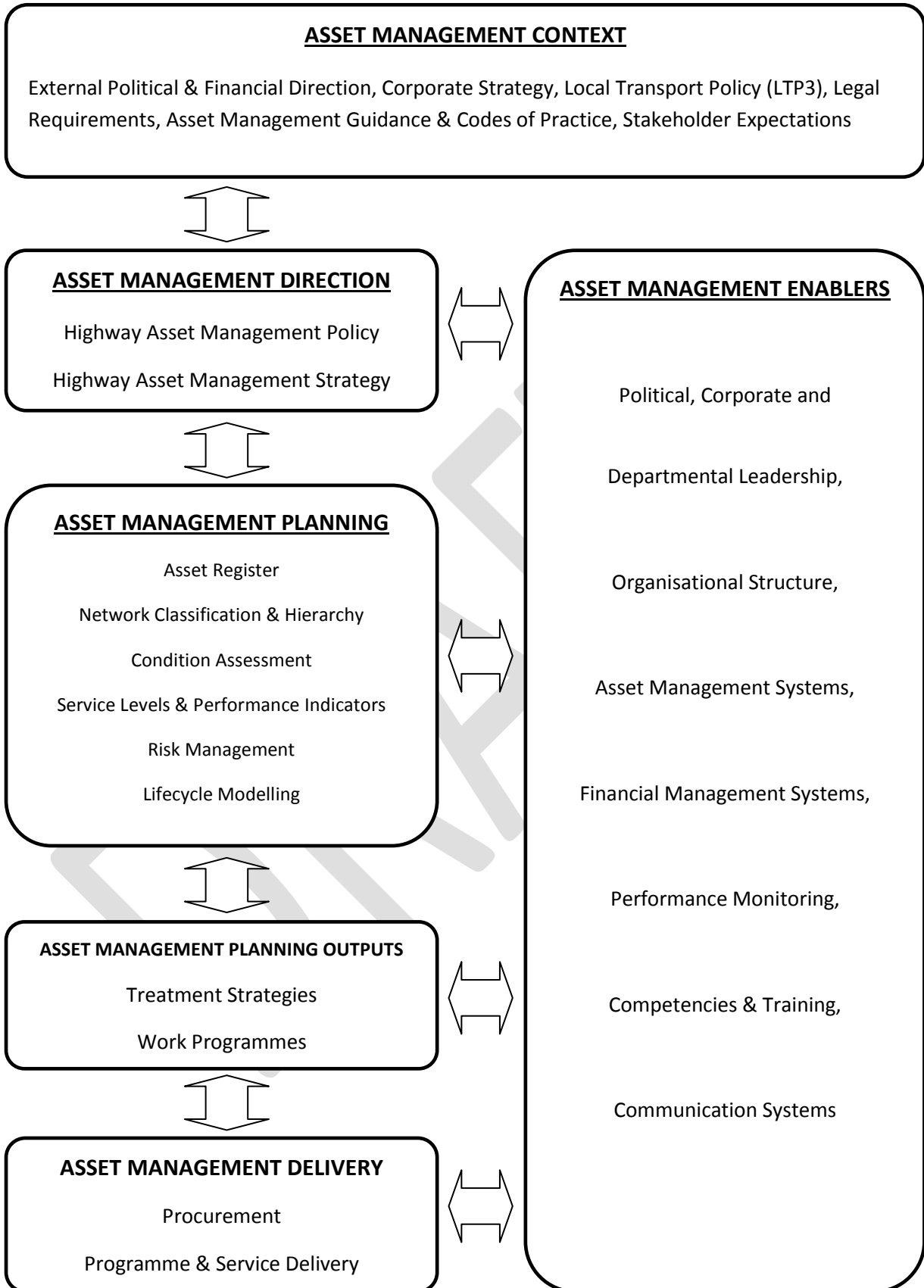


Diagram 1.1 The Highway Asset Management Framework

## 2. The Document Framework

- 2.1. This policy and the associated Highway Asset Management Strategy document have been developed in accordance with the principles set out in the “Highway Infrastructure Asset Management Guidance Document” (2013) produced by the Highways Maintenance Efficiency Programme (HMEP), commissioned by the DfT and supported and endorsed by the UK Roads Liaison Group.
- 2.2. Diagram 3.1 below shows the framework within which these documents will combine to steer the development of the Highways Infrastructure Asset Management Plan (HIAMP) and a suite of Operational Processes which in turn will guide the delivery of asset management strategy across the network.

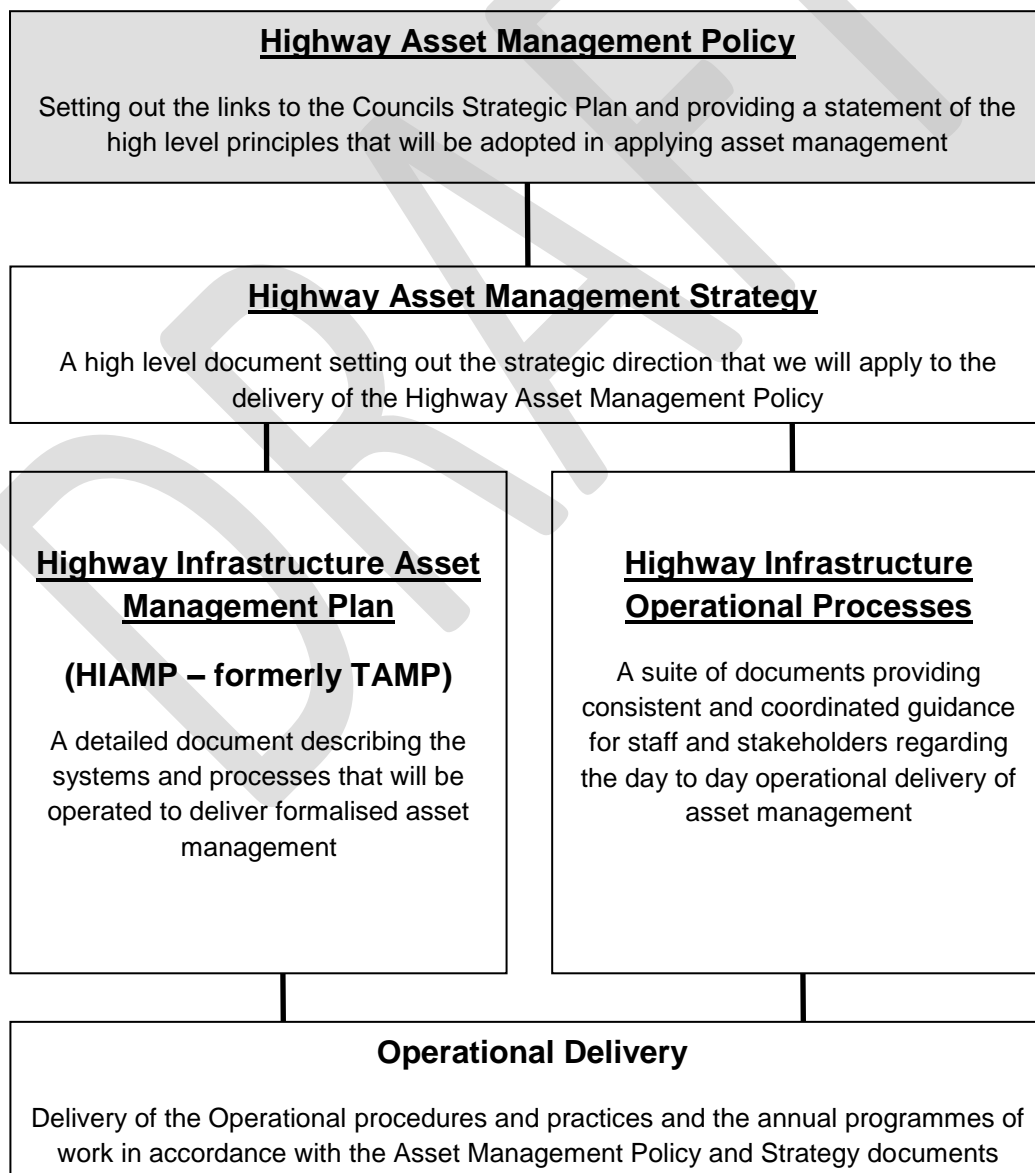


Diagram 3.1

## Highway Asset Management Policy

### 3. Purpose

- 3.1. This policy document sets out the policy and key supporting principles which define the broad objectives and the overarching structure and direction that the County Council will adopt in managing the condition of the county highway network.
- 3.2. This policy will allow better informed decisions to be made about the investment choices required to effectively maintain the whole network, both in the short and the long-term and directly supports the strategic aims of the council.
- 3.3. This policy supports the council's statutory duty to maintain the highway through compliance with section 41 of the Highways Act (1980).
- 3.4. This policy aligns the county council's approach to managing network condition with the principles set out in the national Code of Practice "Well Managed Highway Infrastructure" published October 2016 by the UK Roads Liaison Group.

### 4. Scope

- 4.1. This policy is applicable to all of the infrastructure forming the highway network that is managed and maintained by the council with the exception of the public rights of way network. Management of that part of the network is dealt with in the Councils Rights of Way Improvement Plan.

## 5. The Highway Asset Management Policy and Supporting Principles

### **Policy**

***AMP1. We will develop and operate a formalised asset management approach to ensure the optimal use and direction of the Council's resources in maintaining the county's highway assets for the benefit of current and future stakeholders.***

***AMP2. We will prioritise maintenance interventions and treatment choices using a risk-based approach taking account of the safety of stakeholders, customer expectations, network hierarchy, levels of use, network condition, environmental impact and the available resources.***

## Supporting Principles

- SP1. *We will consult with stakeholders to support the identification of treatment priorities, service levels and the management of risk.*
- SP2. *We will aim to extend the operational life of highway assets through the use of appropriately timed preventative and restorative treatments to maintain safety and serviceability whilst minimising reactive repairs.*
- SP3. *We will develop “life-cycle models” for all key assets to forecast the consequences of maintenance strategies on budget and network condition (both short and long-term). We will use these models to inform our decisions about treatment strategy, budget requirements and priorities.*
- SP4. *We will publish an annual programme of planned works affecting key assets as well as an annual schedule of our key service levels and performance indicators.*
- SP5. *We will review the benefits of non-statutory, low-priority assets against the cost of maintenance and where we identify redundancy or high cost linked to minimal benefits we will seek to rationalise the asset by devolving, decommissioning or reducing the asset or its service levels. Rationalisation will be subject to an assessment of risk and consideration of the views of stakeholders.*
- SP6. *We will use the outputs from our asset management processes to support measures that will focus on improving assets that encourage walking, cycling and the use of public transport.*
- SP7. *We will take account of the environmental impact of our maintenance treatments and services and where feasible, either reduce or mitigate these impacts.*
- SP8. *We will review the resilience of our network to disruptive events, identifying the strategically critical links and recording these as the Resilient Network. We will prioritise the management and maintenance of this network to minimise the impact that severe weather and other disruptive events would have on economic activity and to maintain access to key services.*
- SP9. *We will continue to ensure that as far as possible our Priority 1 and Priority 2 winter maintenance network is treated in advance of forecast snow or ice*

SP10. *We will collaborate with others, particularly our supply chain, local communities and neighbouring authorities, to increase efficiencies, reduce costs and sustain local service levels.*

SP11. *We will continually review and develop our asset management approach across all service areas and seek ways of working more efficiently*

## 6. How this Policy Supports the Council's Strategic Aims

- 6.1. Our corporate vision, set out in the Council's Strategic Plan is **“that Leicestershire is the best place to be - a place to work and prosper with a strong economy and good transport links, a place to bring up children and for families, a healthy place which supports ageing well and provides joined up health and care services for vulnerable people and a safe place with a good natural environment.”**
- 6.2. The Strategic Plan recognises that in the foreseeable future the council is facing major challenges dealing with the most difficult funding position that it has faced since World War II, with significant reductions now needed in our spending, due to budget deficit reduction requirements imposed by central government. The Strategic Plan sets out how the council will continue to support the corporate vision through this period of austerity by focussing on five strategic priority areas. **The Highway Asset Management Policy** will directly contribute to objectives supporting three of these strategic priorities;
- **Leadership and Transformation**
  - **Enabling Economic Growth**
  - **Safer Communities – A Better Environment/Place**
- 6.3. To support these priorities the council will need to take hard decisions about transforming existing services. We will need to reduce and replace some services and some services will need to be more targeted. We will also need to explore new ways of commissioning services to improve value and quality. Decisions about these difficult adjustments will be better informed by the development of a formalised asset management approach
- 6.4. The first of the priority areas, “Leadership and Transformation”, recognises the need to change the way that we deliver services and to work more closely with communities and partners to preserve the vision through the current period of difficult economic and social change. The Highway Asset Management Policy will underpin the principle of working in partnership with communities to sustain the local highway environment. It will also provide a cornerstone for the commissioning and procurement of more efficient and appropriately focussed



highway maintenance services that take account of the challenging economic pressures faced by the council.

- 6.5. The second priority area within the Strategic Plan is “Enabling Economic Growth”. The council recognises that well maintained highways directly benefit economic growth by enabling the efficient movement of people and goods. An efficient transport network, in good condition, where disruption and delay is kept to a minimum and where journey times are swift and reliable is essential to attract and support. The development of our asset management approach will ensure that we are able to make better informed strategic decisions to ensure that we make best use of these reducing resources to support these objectives.
- 6.6. The Strategic Plan acknowledges that in order to support this strategic priority area, it will be necessary for our declining budgets to be increasingly focussed on keeping roads in good repair and that we will continue to place a high priority on delivering a good level of precautionary winter salting and snow clearance.
- 6.7. The Strategic Plan’s fifth priority area “Safer Communities - A Better Environment/Place” includes in its aims the objective of making roads safer as well as protecting the environment.
- 6.8. The council recognises that a network in poor repair is likely to present increased risks to users. This asset management policy will support the development of an analytical “risk-based” approach to asset management to ensure that, within the constraints of reducing budgets, treatments will be more effectively directed to optimise the condition of the network.
- 6.9. Our street lighting strategy is already delivering major reductions in energy use and an associated reduction in carbon emissions as a result of switching lanterns to LED’s. By developing an evidence based approach to the management of all key assets we will minimise the frequency of repairs across the whole network and will extend the life of existing assets, resulting in less frequent renewal and therefore reduced demand for natural resources, reduced carbon emissions due to the processing and transport of materials.
- 6.10. Efficient maintenance of the network will result in less disruption and congestion, leading to reduced carbon emissions.
- 6.11. This policy supports the development of a Resilient Network which will focus resources on sustaining a functioning core network during extreme weather events, mitigating the impact of climate change.

## 7. Alignment with the Network Management Plan

- 7.1. The Asset Management Strategy and the supporting HIAMP detail the approach that the authority will take to managing and maintaining the fabric of the network.
- 7.2. They will be developed and operated in conjunction with the Network Management Plan which details the council's approach to managing the operation of the network to ensure the expeditious movement of all traffic. In particular, we will develop common network hierarchies to ensure that the Asset Management Plan and the Network Management Plan apply a consistent approach to prioritisation and the consideration of risk and resilience.

## 8. Supporting the Environment & Transport Commissioning Strategy

- 8.1. The Council recognises the significant challenge that it faces in delivering services against a background of austerity measures. The Medium Term Financial Strategy (MTFS) sets out this challenge and identifies where the council intends to deliver efficiencies and savings in the medium term. To help support these changes the council has developed a Corporate Commissioning and Procurement Strategy which was introduced in 2014/15.
- 8.2. Each department of the council is now in the process of developing a departmental Commissioning Strategy, adopting the principles set out in the Corporate Strategy to ensure that services as a whole remain fit-for-purpose and that decisions about service delivery are evidence based and that the implications of any changes in service delivery are understood and appreciated.
- 8.3. The development of this Asset Management Policy will support the Environment & Transport Commissioning Strategy by setting out an evidence based approach for commissioning appropriate work programmes that will meet the management and maintenance needs of the highway network.
- 8.4. The Environment and Transport Commissioning Strategy explains that whilst the authority's current Local Transport Plan 3 (LTP3) remains in place for the time being, as part of the development of service specific plans and strategies it will be assessed and reviewed where appropriate to ensure that it remains fit-for purpose.

## 9. Policy Review

- 9.1. This policy is closely aligned to other developing policy documents, particularly the E&T Commissioning Strategy and the Network Management Plan. It will require regular review and sense checking while these documents are in development.
- 9.2. Thereafter it will be reviewed at least every three years or earlier if there are significant changes in the national policy or guidance that affects asset management

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